

Mission, Goals, and Objectives

At a Glance

What Else Are They Called?

- Project outcomes
- Activities, tasks, or action items

When Are They Used?

- Always—Every funder wants to see the major steps to accomplish your project.
- No matter what the funder calls them (mission, goal, objective, activity, action item or task), they are key components of your project and show the flow of activity and targets for success.
- More and more, funders are requiring accountability by asking that your goals and objectives be measurable with clear outcomes.

Why Are They Used?

- Unless you have planned the major and minor steps in your project, you do not have a project—only a vague idea.
- You should completely plan out your project, including goals and objectives, before you search for funders.
- If you do not know the details of your project, you cannot know if you meet the funder's agenda.
- It is a good idea to make project development—problem solving—a consistent part of your organization's planning process.

Key Concepts

- Detailed and measurable.
- Goals are steps to accomplish your mission.
- Objectives are steps to accomplish each goal.
- Goal statements should include the following components:
 1. What you are going to do,
 2. Using what approach,
 3. When you are going to do it,
 4. Using what approach,
 5. With what results (outcomes).
- Objective statements should include the following components:
 1. What you are going to do,
 2. Using what approach,
 3. Who is responsible,
 4. For how many, for by how much, and
 5. With what result (outcomes).

A Goal by Any Other Name

- Developing (writing) the goals and objectives for projects and proposals is a difficult task.
- One reason is the lack of standard definitions, ones on which everyone agrees.
 - Goals can be lofty statements such as “cure world hunger.”
 - At the other end, is where you will find us: goals are concrete, realistic, and measurable.
- In project development and in proposal writing, it does not matter which words are used, as long as the intended meaning is clearly conveyed to the reader.
- Goals and objectives simply are a way of explaining what you want to do, for whom, and with what result.
- It is a way to organize your project.
- To insure that you are communicating with the reader is to clearly explain your definition of a mission, a goal, and an objective so the reader knows what to expect.

Graphical Representation of the Mission, Goal, and Objective Progression

- Goals are steps to achieving your mission.
- Objectives are steps to achieving each goal.

Mission

- Your project mission is your ultimate aim.
- The mission statement is the converse of the problem statement. If your problem is that drug abuse is growing in your high school, then your mission is that there will be no drug abuse in your high school.
- The mission is the ultimate purpose for your project. It is what everyone is working to accomplish. You may not fully succeed at accomplishing your mission, but it is your target.

Goal

- Goals are the steps to accomplish the mission. They should be in logical order, according to what you would do first, second, and third.
- Project goals are doable.
- They are not just something vague at which to aim.
- They are always concrete and measurable.
- They form the basis for your project management.
- Goals have five parts:
 1. What you are going to do (the steps toward your mission)?
 2. Using what approach (methodology)?
 3. When it will be done (timeline)?
 4. For how many, or by how much (measurement)?
 5. With what result or outcome (evaluation)?

Example: Goal 1

What?	What approach?	When?	How many or how much?	Result/Outcome
Review software to include in a children's nature library.	Expert committee including education professors, master teachers, librarian curriculum specialists.	During project month two.	To serve a community of 30,000.	Software selections include the 100 titles selected according to skill level, presentation, user friendliness, and content.

If you were to write this in a statement, it might look something like this.

Goal 1: During project month two, an expert committee will review software to include in a children's library to serve a community of 30,000 with the outcome that 100 titles will be selected.

Objective

- The objectives are steps for each goal.
- If you complete each objective, you should have completed the goal.
- They should be in logical ascending order, and should be concrete and measurable.
- Objectives have five parts as follows:
 1. What you are going to do (the steps toward your goal)?
 2. Using what approach (methodology)?
 3. Who will do it (Project management and supervision)?
 4. For how many or by how much (measurement)?
 5. With what result or outcome (evaluation)?

Example: Objective 1

What?	What approach?	Who?	How many or how much?	Result/Outcome
Form the expert committee and schedule meetings.	Gain commitment from 2 education professors, 2 master teachers, 2 curriculum coordinators, and 2 librarians.	Project coordinator.	Set up ten, three-hour sessions.	The expert committee is established and commitments are gained from all members for the scheduled meetings.

If you were to write an objective statement from this chart it would be as follows:

Objective 1: The project coordinator will gain commitment from eight members for the expert committee and set up ten three-hour review sessions so that all committee members can be present.

Checklist*—Goals and Objectives

<input checked="" type="checkbox"/>	What will happen?
<input checked="" type="checkbox"/>	How will it be accomplished (approach, methodology, strategy)?
<input checked="" type="checkbox"/>	When will it happen (in project time)?
<input checked="" type="checkbox"/>	Who is responsible and who will do the work?
<input checked="" type="checkbox"/>	For how many, or how much (measurability)?
<input checked="" type="checkbox"/>	With what result, outcome, or benefit (why is the activity being done)?

*Remember that a grant funder's directions (instructions/guidelines) take precedence over any and all other considerations. You must absolutely, positively follow the grant funder's directions exactly, precisely, and painstakingly.

Goal statements should be very detailed to show the funder exactly what you intend to do to accomplish your mission. The mission is a "reach for" statement. Goals and objectives should be concrete.

Last Words

- Every activity must have some measurability attached to it. Don't overlook the simple measurability of a yes or no. The activity could be to install a computer. The measurability is that the computer is installed and functioning properly.
- The result, outcome, or benefit is the most important part of the entire organizational step.
 - The outcome provides the reason for doing the work.
 - The benefit provides the motivation for everything else.
- Always define clearly, and measurably, the desired outcome before beginning.

Sunnyvale School District

Mission Statement

After School Program

The mission of the After School Program for Middle School students is to improve academic performance, reduce the incidence of behavioral problems, increase recreational and social opportunities, and promote positive parental involvement.

Goals and Objectives for the After School Program

Goal 1

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Develop necessary infrastructure	Prepare facilities, hire staff, and recruit volunteers and contractors	During first three project months	Facilities for 1,200 1 Project Director, 5 Site Directors, 5 Asst SDs, 25 Teachers, 5 Snack Coordinators, 150 Tutors, 25 Contractors	Sufficient facilities and qualified staff

Goal 2

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Train program personnel	Classroom, online, and self-study	Begin project month two and ongoing thereafter	Train all staff, volunteers, and contractors (see Goal 1)	Staff sufficiently trained to effectively handle all aspects of their activities

Goal 3

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Provide supplemental academic activities	Classroom teachers identify academic needs—staff develop academic development plan	Begin project month four and ongoing thereafter	Supervised homework for 1,200, tutoring for 600, supplemental academic activities for 600	Participants complete homework, grades of academic participants rise one letter grade

Goal 1

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Develop necessary infrastructure	Prepare facilities, hire staff, and recruit volunteers and contractors	During first three project months	Facilities for 1,200 1 Project Director, 5 Site Directors, 5 Asst SDs, 25 Teachers, 5 Snack Coordinators, 150 Tutors, 25 Contractors	Sufficient facilities and qualified staff

Objective 1

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Hire Project Director	State and District hiring practices	Assistant Superintendent	One Project Director	Obtain qualified Project Director

Objective 2

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Hire Site Directors and Snack Coordinators	State and District hiring practices	Project Director	5 Site Directors and 5 Snack Coordinators	Obtain qualified Site Directors and Snack Coordinators

Objective 3

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Hire Teachers	State and District hiring practices	Project Director and Site Directors	5 teachers per site	Obtain certified teachers for supplemental academic instruction

Objective 4

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Recruit Tutors	Recruit High School Students per District volunteer recruitment practices	Site Directors	30 tutors per site	Obtain qualified tutors

Objective 5

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Complete agreements with private contractors	State and District contractual agreement practices	Project Director and Site Directors	25 contractors	Obtain qualified practitioners for various contract areas

Objective 6

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Prepare facilities	In accordance with federal and state mandates for After School Programs	Site Directors and School Principals	240 participants per site	Each Middle School prepared to host an After School Program

Goal 2

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Train program personnel	Classroom, online, and self-study	Begin project month two and ongoing thereafter	Train all staff, volunteers, and contractors (see Goal 1)	Staff sufficiently trained to effectively handle all aspects of their activities

Objective 1

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Train personnel on accepted practices of dealing with After School Participants (Orientation)	Three hours of Classroom instruction of existing District Curriculum	District Professional Development Staff	All original staff, volunteers, and contractor personnel and all incoming staff, volunteers, and contractor personnel during term of project	No staff or personnel will work with participants without completion of this Orientation training

Objective 2

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Train Tutors	Online tutorial of existing District Curriculum	Supervised by Site Directors	All original Tutors and all incoming Tutors during term of project	No Tutors may work with participants without completion of this training

Objective 3

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Inform middle school personnel of their responsibilities toward After School Program	One-hour presentation with question and answer session	Project Director with Site Directors	One primary session for each site and make-ups for personnel missing primary session	All middle school personnel understand After School Program and their relation and responsibilities to it

Goal 3

What will happen?	How will it happen? (Method/Strategy)	When will it happen?	For how many or how much?	With what result or benefit?
Provide supplemental academic activities	Classroom teachers identify academic needs—staff develop academic development plan	Begin project month four and ongoing thereafter	Supervised homework for 1,200, tutoring for 600, supplemental academic activities for 600	Participants complete homework, grades of academic participants rise one letter grade

Objective 1

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Recruit participants for After School Supplemental Academic Activities	Normal teacher-parent communications methods plus direct mail	Site Directors, Assistant SDs, Principals, and Classroom Teachers	Up to 240 participants per site	Enroll those students who are most in need of academic supplementation

Objective 2

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Tailor academic experience for each participant to meet individual needs	Develop Individual Supplemental Academic Plan	After School Teachers with Classroom Teachers	Up to 240 participants per site	The academic activities serve to improve participants' academic performance

Objective 3

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Help with homework	Provide supervised homework completion	Tutors under supervision of Site Directors and Asst SDs	Up to 240 participants per site	All After School Program participants complete homework each day

Objective 4

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Help with academic subjects	Tutoring	Tutors under supervision of Site Directors and Asst SDs	Up to 240 participants per site	Participants in need obtain the help needed to improve academically

Objective 5

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Provide Language Arts academic supplementation	Classroom instruction	After School Teachers	Up to 50 participants	Participants improve Language Arts grades

Objective 6

What will happen?	How will it happen? (Method/Strategy)	Who will do it?	For how many or how much?	With what result or benefit?
Provide Mathematics academic supplementation	Classroom instruction	After School Teachers	Up to 50 participants	Participants improve Mathematics grades